You have received this document through USAID Internet site. Some of the Attachments/Forms/Appendices/Exhibits in Section J have been supplied to you electronically. Other Attachments/ Forms/ Appendices/ Exhibits which may not be included electronically in this solicitation may be found on the USAID Internet site under the directory "Common Forms for USAID Solicitations", under Section 53 of the Federal Acquisitions Regulations, or by contacting the person in block 10 of the SF 33. If you are not using Word 97 to view this document, you will have to save the document in the format of the wordprocessor that you are using in order to view and print the standard form. The number of pages contained in this electronic copy may not exactly correspond to the hard paper copy, although all the information, except those Attachments mentioned above, is contained herein.

If you have received this RFP electronically then you must notify the contact person listed in block 10 of the original SF 33 of the original RFP in writing or via facsimile. The Agency is not responsible for any data/text that may not be received when using an electronic form to obtain this document. If the recipient does not notify the contact person that they have obtained this document then any amendments to the document may not be received by the recipient and the recipient could risk being found unresponsive if an offer is made against this solicitation, of which any amendment would become part.

## **U.S.** Agency for International Development

## **USAID/Egypt**

Issuance Date: November 18, 2001 Closing Date: December 12, 2001 Closing Time: 15:00 hours Cairo time

Dear Sir/Madam:

**Subject:** Request for Proposals (RFP) No. 263-02-P-07

Personnel and Human Resources for USAID/Egypt

The United States Agency for International Development's Mission to Egypt (USAID/Egypt) through its Office of Procurement is seeking proposals from **Egyptian or U.S. firms or institutions** that are interested in providing the services detailed in the attached Request for Proposals.

This procurement shall be a local procurement, conducted under USAID's regulations governing competition. USAID/Egypt has currently set aside <u>no</u> funds for the implementation of the contract. Specific task orders, if any, will be funded on an as needed basis.

Your specific attention is called to the following points:

- 1. No cost information is being asked for at this time, on your organization's technical capabilities.
- 2. Please review Sections C, L, and M carefully as they will form the basis for our decision.

Questions regarding this RFP should be submitted in writing and faxed to the following fax number in Cairo, Egypt 011-202-516-4659 Attn: Maria Rendon-Labadan.

For questions on administrative matters relating to this document, please call Marcelle Morcos at 011-202-522-6900, or by fax to 011-202-516-4739 at USAID/Egypt.

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Office of Procurement, USAID/Egypt							USAID/Egypt										
Unit 64902								Plot 1/A off El Laselki Street,									
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acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated:																	
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							27. UNITED STATES OF AMERICA 28. AWARD D.					O DATE					
Gary V. Kinney																	
							(Signature of Contracting Officer)										

IMPORTANT: Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.

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### **PART I - THE SCHEDULE**

## SECTION B - SUPPLIES OR SERVICES AND PRICE/COSTS

## **B.1 PURPOSE**

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The purpose of this contract is as set forth in the following section Section C.

## **B.2 COST REIMBURSABLE**

The U.S. dollar costs allowable shall be limited to reasonable, allocable and necessary costs determined in accordance with FAR 52.216-7, Allowable Cost and Payment, FAR 52.216-8, Fixed Fee, if applicable, and AIDAR 752.7003, Documentation for Payment.

## **B.3 PRICE SCHEDULE**

The price schedule will be developed at the conclusion of USAID's technical review of the offerors' proposals.

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263-02-P-07 SECTION C

## SECTION C - DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK

#### C.1 STATEMENT OF WORK

Scope of Work for Management Support Unit

## **Background**

The USAID Mission to Egypt (USAID/E) manages the Agency's largest and most complex bilateral program with operating year budgets of \$693.4 million and \$655 million in FY 2001 and 2002, respectively. USAID/E also manages a pipeline averaging about \$1.7 billion and programs \$350 million in local currency annually. The program is highly visible and attracts intense State Department and USAID/Washington (USAID/W) interest, Embassy oversight, and congressional scrutiny. Mission partners include a wide range of Government of Egypt entities, including more than a dozen ministries; U.S. and Egyptian private sector firms and non-governmental organizations; and bilateral and multilateral donor agencies. USAID/E also works with a number of other U.S. Government departments/agencies involved with implementing programs in Egypt. The Mission employs 56 U.S. direct hires (USDHs), 25 personal service contractors (USPSCs) and 254 Foreign Service Nationals (FSNs).

The Mission's current strategy focuses on transitioning U.S. assistance from aid to trade and investment. Activities support seven strategic and special objectives (SOs), addressing critical development challenges to Egypt's increased participation in the global economy; human resource development; employment generation capability; management of natural resources; and delivery of sustainable social services. The USAID program employs an array of implementation mechanisms, such as cash transfers linked to policy reform, a commodity import program, endowments, infrastructure construction, and an annual \$350 million local currency program, in addition to traditional technical assistance.

#### **Purpose of Contract**

USAID/E is facing the challenge of meeting programmatic requirements with a diminishing human resource base. Over the next four years, there will be several dozen potential USDH vacancies, many of which are not anticipated to be filled with existing US Foreign Service Officers. Moreover, there may be several FSN positions that are expected to be deleted or not filled when retirements take place. As such, there is an urgent need to identify additional human resources that can provide long and short-term technical assistance to meet immediate and medium-term needs of the Mission.

In order to address this concern, USAID/E would like to obtain the services of a Contractor that will assist in finalizing position descriptions, identifying the target applicant pool for the positions, and proposing candidates for USAID to directly hire.

A cadre of US and Egyptian Professional Service Contractors (PSCs) who assist in specific technical and program areas traditionally supplements the USAID/E workforce. The Mission would like to: (a) reduce the length of time it takes to recruit PSCs (6-12 months, on average) and; (b) improve the quality of the candidates who apply for the vacancies. USAID/E is seeking a Contractor to provide a

wide array of personnel related services including, but not limited to, writing comprehensive position descriptions, successfully marketing these vacant positions, recommending highly qualified candidates to be interviewed, helping to coordinate an overall Mission recruitment strategy, including the possibility of providing outplacement services for retiring Egyptian staff.

## Deliverables (To be provided on as needed basis via task orders issued by USAID/Egypt)

The Contractor is expected to provide service to requesting offices in finalizing specific position descriptions to be used in identifying potential individuals to be employed (either short or long term) by USAID/E. Long-term assignments generally range one to three years, while short term, intermittent and/or temporary assignment usually ranges from one to nine months. Services will include, but not be limited to.

- a) Interview office directors and relevant parties, as requested, to more accurately define the requirements of positions and assuring that the positions appropriately match USG classification levels.
- b) Based on interviews, outlines and/or drafts provided by USAID/E offices, finalize position descriptions which represent Egyptian and US vacant positions or job categories that USAID/E wants to fill,
- c) Advertise the position(s) both locally and internationally through channels which will reach the desired candidate pool,
- d) Submit a list of candidates for USAID to consider,
- e) Schedule interviews and preparing any necessary internal USAID paperwork for signature to assure interview travel is authorized and interviews scheduled and;
- f) Provide outplacement services for employees, if desired by Mission Management.

The Contractor will provide recruitment advice, outplacement services, and general human resource development services for USAID/E. The successful candidates shall be chosen by USAID/E and the recruits will be procured directly by USAID/E and not through the contractor. As such, neither additional overhead costs nor multipliers will be levied by the Contractor on USAID/E in the event that a recruit is chosen by USAID/E through this process.

## Illustrative Qualifications of Potential Candidates:

USAID/E requires candidates with fluency in written and spoken English, proficiency in other relevant languages (such as Arabic) is preferred, but not required. USAID/E seeks candidates with a wide range of work experience, depending on the identified needs of the Mission. For example, while some might be paraprofessional, others might be junior or mid-level candidates, and yet others might be at senior or executive levels. Generally, USAID/E benefits from professionals with advanced degrees, although relevant experience in international development organizations is often equally valid. Record of good integrity which, in some cases, may lead to a security clearance, is required.

In broad terms, USAID/E seeks individuals within the following categories:

a) Economic Development: persons with work and/or academic experience in micro-enterprise, capital markets, banking, commodity trading, regulatory frameworks, etc.

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- b) Education and Training: background in implementing education programs, managing international, regional and local training programs, girl's education, business school development, endowment programs, etc.
- c) Journalists/Writers: experienced editors, journalists, and writers with strong computer graphic skill and ability to establish and maintain websites
- d) Engineers: candidates with strong management skills and technical expertise in infrastructure development, telecommunications, water and waste water systems
- e) Environmentalists: persons with proven track record working with governmental and non-governmental groups on environmental policies, regulatory frameworks, air quality issues, industrial emissions, natural resource management, etc.
- f) Agricultural Development, Policy, and Export Promotion: persons with work and/or academic experience in agricultural policy reform and international competitiveness in agricultural markets, experience in expanding small farmer commercial opportunities;
- g) Data-Management: expertise in establishing and maintaining data systems for internal USAID documents; fiscal information; and public relations information;
- h) Human Resources & Training: person with expertise in personnel systems, strategic planning and training;
- i) Health and Human Development: person with experience in design and implementation of health and human development projects; and
- j) Facilitator/Organizational Management: person with proven track record in preparing and conducting retreats; analyzing organizational charts and recommending institutional changes to improve the implementation of development programs;
- k) Performance Monitoring & Evaluation (M&E) Specialist: expertise in assisting technical specialists to define performance monitoring needs and appropriate approaches, to identify areas for evaluation, and to prepare scopes
  - of work for the contracting of external resources for more specific tasks;
- Personnel Expert—to manage the mission's training program, update existing USDH and FSN
  position descriptions to better conform with USG classification system and better reflect duties and
  responsibilities;
- m) Special Projects Officer—to help with the design of new projects, provide editorial assistance to Mission staff and improve overall quality of written USAID documents and help track the paper flow of these documents through the USAID clearance process
- n) Data Management Expert—to create and maintain a data-system to improve the Mission staff's ability to access and update documents
- o) Various technical experts in, for example, health, environment, capital markets development, education, municipal finance, IT, etc.
- p) Workforce Team Leader—to help manage portfolio aimed at improving business skills and employment opportunities in targeted areas;
- q) Administrative Support/Secretarial Services: provide secretarial services including filing, answering the telephone, scheduling meetings, providing translations (English-Arabic and visa-versa), etc.

## **Qualifications**

The Contractor shall have a good understanding of the USAID/E portfolio of activities. Its representative(s), who will be based in Cairo, must be able to interact with different offices within the

USAID/E mission to enable the Contractor to define the appropriate SOW as well as reach the target candidate pool. The Contractor shall also have:

- a) a database, or access to one, which contains a list of eligible and qualified candidates for USAID-related positions or relevant international development experience,
- b) a proven track record in identifying candidates for USAID-related positions,
- c) a sound and proven strategy of reaching the target candidate pool for the respective SOWs. This shall include laying out an advertising plan for recruitment.

A good knowledge of the pool of in-country potential candidates is preferred.

## **Timing**

For each PSC sought by USAID/E, the Contractor is expected to have a short-list of candidates no later than two months after an initial request (i.e., draft position description) is submitted by the Mission. USAID/E will conduct the interviews and select the best-qualified person(s) to be hired. USAID/E will be responsible for obtaining the security clearance and negotiating the final contract with the PSC selected.

### SECTION L - INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS

# L.1 NOTICE LISTING SOLICITATION PROVISIONS INCORPORATED BY REFERENCE

The following solicitation provisions pertinent to this section are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the FAR provision at FAR "52.252-1 SOLICITATION PROVISIONS INCORPORATED BY REFERENCE" in Section L of this solicitation. See FAR 52.252-1 for an internet address (if specified) for electronic access to the full text of a provision.

)

NUMBER	TITLE	DATE
	FEDERAL ACQUISITION REGULATION (48 CFR	Chapter 1)
52.215-1	INSTRUCTIONS TO OFFERORSCOMPETITIVE	MAY 2001
	ACQUISITION	
52.225-10	NOTICE OF BUY AMERICAN ACTBALANCE OF	FEB 2000
	PAYMENTS PROGRAM REQUIREMENT	
	CONSTRUCTION MATERIALS	

### L.2 52.216-1 TYPE OF CONTRACT (APR 1984)

The Government contemplates award of a (Firm Fixed Price) contract resulting from this solicitation.

# L.3 52.252-1 SOLICITATION PROVISIONS INCORPORATED BY REFERENCE (FEB 1998)

This solicitation incorporates one or more solicitation provisions by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. The offeror is cautioned that the listed provisions may include blocks that must be completed by the offeror and submitted with its quotation or offer. In lieu of submitting the full text of those provisions, the offeror may identify the provision by paragraph identifier and provide the appropriate information with its quotation or offer. Also, the full text of a solicitation provision may be accessed electronically at this/these address(es):

http://arnet.gov/far/

#### L.4 GENERAL INSTRUCTIONS TO OFFERORS

(a) The offeror should submit the proposal either

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- (i) electronically internet email with up to 0 attachments (2MB limit) per email compatible with MS WORD, Excel, Lotus 123 and/or WordPerfect in a MS Windows environment. Only those pages requiring original manual signatures should be sent via facsimile. (Facsimile of the entire proposal is not authorized); or
- (ii) via regular mail sending paper copies of a technical proposal and one original and copies of a cost proposal, however the issuing office receives regular international mail only once a week. All mail is subject to US Embassy electronic imagery scanning methods, physical inspection, and is not date and time stamped prior to receipt by USAID and the Contracting Officer; or
- (iii) hand delivery (including commercial courier) of paper copies of a technical proposal and one original and copies of a cost proposal to the issuing office.
- (iv) Regardless of the method used the Technical Proposal and Cost Proposal must be kept separate from each other. Technical Proposals must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.

#### (b) Submission of Alternate Proposals

All offerors shall submit a proposal directly responsive to the terms and conditions of this RFP. If an offeror chooses to submit an alternative proposal, they must, at the same time, submit a proposal directly responsive hereto for any alternate to even be considered.

#### (c) Government Obligation

The US Government is not obligated to make an award or to pay for any costs incurred by the offeror in preparation of a proposal in response hereto.

# L.5 INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL PROPOSAL

- (a) The Technical Proposal in response to this solicitation should address how the offeror intends to carry out the Statement of Work contained in Section C. It should also contain a clear understanding of the work to be undertaken and the responsibilities of all parties involved. The technical proposal should be organized by the technical evaluation criteria listed in Section M.
- (b) The past performance references required by this section shall be included as an annex or attachment of the technical proposal.
- (c) Detailed information should be presented only when required by specific RFP instructions. Proposals are limited to 40 pages, OVER 40 PAGES WILL NOT BE EVALUATED, and shall be written in English and typed on standard 8 1/2" x 11" paper (210 mm by 297mm paper), single spaced, 10 characters per inch with each page numbered consecutively. Items such as graphs, charts, cover pages, dividers, table of contents, and attachments (i.e. key personnel resumes, reply to case studies, table summarizing qualifications of proposed personnel, past performance summary table and past performance report forms) are not included in the 40-page limitation.
  - (d) The technical proposal should, at a minimum, include the following:
- 1. A BUSINESS STYLE RESUME ON ALL MANAGERS OF THE ORGANIZATION.
- 2. DETAILED INFORMATION ON YOUR ORGANIZATION SUFFICENT FOR USAID TO MAKE AN INFORMED EVALUATION IN ACCORDANCE WITH SECTION M OF THIS DOCUMENT.

It is USAID policy to use, to the maximum extent possible, Small and Small Disadvantaged Businesses. Many of these are classified as 8(a) firms. A list of these firms is attached as Attachment A. USAID has a record of these firms as 8(a) firms, but 1) there may be other firms in this category, 2)USAID offers no endorsement as the quality or performance of any of these firms, and 3) presents these names for informational purposes without a preference for any firm. Again, other 8(a) firms may also exist.

USAID/Egypt does not necessarily expect the winning organization to establish a subcontract arrangement with any 8(a) firm, but demonstrating such a potential partnership or teaming arrangement would be viewed very favorably. This transaction is a pilot initiative and Egyptian firms and U.S. firms are eligible in that the total cost of this indefinite quantity contract will not exceed \$250,000. Further services may be greatly facilitated by establishing (on an as needed basis) a teaming arrangement with an 8(a) firm. As previously stated this would support USAID's policy of involving minority owned businesses in USAID/Egypt's work.

It must be emphasized that USAID/Egypt has a preference for U.S. citizens or resident aliens (as personal services contractors). USAID/Egypt also has a great interest in Egyptian nationals as both Egypt and the U.S. are able to facilitate essential security clearances. USAID world-wide, on occasion, does employ third-country nationals.

The winning organization should clearly demonstrate an ability to recruit international development specialists in all job categories listed in the statement of work (on an as needed basis). USAID/Egypt is seeking a contractor to provide support to its own internal human resource and personnel systems in many cases and linkage with a U.S. based firm that can identify individuals familiar with or experienced with USAID and USAID's grantee or contractor organizations can be a plus. Thus any linkage with U.S. recruitment and human resource firms should be clearly demonstrated in the technical proposal. Additionally, the complete international network that an organization could bring to bear on recruiting and assisting USAID/Egypt fill its needs should be demonstrated in the proposal. The technical proposal should be responsive to the evaluation criteria set forth in Section M below, as well as the services contained in the statement of work. Creative methods of recruitment and the ability to advise USAID is what will be required in many cases. USAID must reserve the right in most cases to make the final selection decision, but the winning contractor may be asked to write position descriptions, develop a recruitment strategy, recommend advertisement/publicizing campaigns and often to "stimulate" USAID/Egypt's own recruitment process rather than do the final recruitment and placement.

USAID/Egypt is calling only for a technical proposal at this time in light of the fact that USAID/Egypt will be paying for services rendered which might be, in some cases, slightly different that conventional executive or personnel search fee structures. A costing structure with be negotiated with firms submitting proposals who are considered the most highly qualified. This should be accomplished quite easily and without much extra work for firms. It is very possible that this \$250,000 pilot effort could be rapidly expanded (subject to availability of funding) and given the declining human resource base of USAID/Egypt.

## L.6 INSTRUCTIONS REGARDING KEY PERSONNEL

The contract proposed by this solicitation includes a key personnel clause, and the quality of key personnel proposed will be an evaluation factor. The offeror must include as part of its proposal a statement signed by each person proposed as key personnel confirming their present intention to serve in the stated position and their present availability to serve for the term of the proposed contract.

263-02-P-07 SECTION L

## L.7 INSTRUCTIONS FOR THE PREPARATION OF THE COST PROPOSAL

#### SECTION M - EVALUATION FACTORS FOR AWARD

#### M.1 EVALUATION CRITERIA

Technical, cost and other factors will be evaluated relative to each other, as described herein.

- (a) The technical proposal will be scored by a technical evaluation committee using the criteria shown in this Section.
- (b) The cost proposal will be scored by the method described in this Section.
- (c) The criteria below are presented by major category, with relative order of importance, so that offerors will know which areas require emphasis in the preparation of proposals. The criteria below reflect the requirements of this particular solicitation.

Offerors should note that these criteria: (1) serve as the standard against which all proposals will be evaluated, and (2) serve to identify the significant matters which offerors should address in their proposals.

#### Section M - Evaluation Factors for Award

#### **Evaluation Criteria**

### **Corporate Capabilities**

#### 60 points

- Demonstrated ability to provide the full range of human resource management, conference facilitation and organizational development skills.
- Demonstrated ability to recruit international specialists from a wide range of disciplines especially individuals of U.S. origin.
- Demonstrated ability to provide personnel functions such as writing/classifying position descriptions for specific job vacancies and advising clients on prevailing market rates.
  - Ability to demonstrate an existing or the creation of a strong linkage with U.S. human resource organizations, especially those with USAID preference in the 8(a) program.

#### **Corporate Experience**

#### 40 points

- Extensive corporate experience with recruitment for qualified candidates to fill mid-level and high-level professional positions in the Middle East environment.
- Years of corporate experience and the experience of the principals of the organization with human resource and personnel activities as set forth in the statement of work of this document.

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COST will be a consideration after reviewing and evaluating all organizations technical proposals.

#### M.2 DETERMINATION OF THE COMPETITIVE RANGE AND CONTRACT AWARD

- (a) The competitive range of offerors with whom negotiation will be conducted (if necessary) will be determined by the Contracting Officer based on the above technical and cost evaluation factors, and will be comprised of all offerors whose proposals are determined to have a reasonable chance of being selected for award.
- (b) In accordance with FAR 52.215-16, and as set forth in Section L of this solicitation, award will be made by the Contracting Officer to the responsible offeror whose proposal, conforming to the solicitation, is most advantageous to the Government, and the above technical and cost factors considered. The formula set forth above will be used by the Contracting Officer as a guide in determining which proposals will be most advantageous to the Government.

# M.3 CONTRACTING WITH SMALL BUSINESS CONCERNS AND DISADVANTAGED ENTERPRISES

USAID encourages the participation of small business concerns and disadvantaged enterprises in this project, in accordance with FAR Part 19 (48 CFR Chapter 1), and AIDAR Part 726 (48 CFR Chapter 7). Accordingly, every reasonable effort will be made to identify and make use of such organizations. All evaluation criteria being found equal, the participation of such organizations may become a determining factor for selection.

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## **Attachment A**

## LIST OF USAID identified 8(a) human resource organizations.

The Aspen Group 6930 Carroll Avenue, Ste 722 Takoma Park, MD 20912 Armentha Cruise, contact 301.270.3800 phone 301.270.0061 fax

Employment Network, Inc. 8501 Candelaria Road NE, Ste E1 Albuquerque, NM 87112-1032 Katherine Smith, contact 505.298.1831 phone 505.298.2535 fax

National Associates, Inc. 1725 K Street, NW, Ste 1103 Washington, DC 20006-1422 Oscar Hannaway, contact 202-223-7606 phone 202-296-7558 fax

Public Affairs International, Inc. 11200 Lockwood Drive, Ste 15 Silver Spring, MD 20901 Brosim Ekpone, contact 301.593.5800 phone

Smartwriters, Inc. 11 West Church Street, Ste 101 Fairport, NY 14450-2111 Barbara Stewart, contact 716.223.0040 phone

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